

# Justice Sector Leadership

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# Briefing to Incoming Justice Sector Ministers

24 November 2023



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## Introduction from the Justice Sector Leadership Board

Congratulations on your Ministerial appointments. We look forward to meeting with you all in the near future.

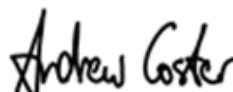
The Justice Sector Leadership Board (JSLB) comprises the leaders of the six core justice sector agencies. We have prepared this briefing for all incoming Ministers with responsibility over these agencies.

You have each been provided with individual agency BIMs and this briefing is an essential companion. It outlines the areas where justice sector agencies need to work together to achieve shared outcomes in the criminal justice system, and how our collective insight as sector leaders will help to support this Government's goals.

We look forward to discussing your priorities for the criminal justice system and how the JSLB can work with you to collectively address criminal justice issues.



**Andrew Kibblewhite**  
Secretary for Justice and Chief Executive,  
Ministry of Justice  
Chair, Justice Sector Leadership Board



**Andrew Coster**  
Commissioner,  
New Zealand Police



**Jeremy Lightfoot**  
Secretary for Corrections and Chief Executive,  
Department of Corrections - Ara Poutama  
Aotearoa



**Una Jagose KC**  
Solicitor-General,  
Crown Law Office



**Karen Chang**  
Director and Chief Executive,  
Serious Fraud Office



**Chappie Te Kani**  
Secretary for Children and Chief Executive,  
Oranga Tamariki

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## Justice Sector Context

New Zealanders are worried about crime and want to see more done to prevent and address it. From December 2021, crime reported to Police has increased, reaching its highest ever recorded level in March 2023. Much of the increase is due to a rise in theft (primarily retail theft), assaults (primarily family harm related matters) and robbery. These trends are reflected in public anxiety about ram raids, aggravated robbery and the increased presence of gangs.

An increase in reported crime may partly reflect increased awareness of crime (such as family harm) or changes that have made reporting easier, and may not always indicate that crime itself has increased. For example, the Police 105 phone line and online reporting have made it easier for victims to report crime, and retailers are increasingly using a security platform to automatically report low-level theft, much of which may previously have gone unreported. Notwithstanding, there have been notable increases in some highly visible crime types that have left the public understandably concerned, particularly in relation to serious youth offending.

New Zealand has a specialised youth justice system designed to respond to offending by children aged 10-13 and young people aged 14-17. A recent increase in youth crime is also part of the justice sector context, running against a decade-long trend that saw offending by children and young people drop by more than 60%. However, it is worth noting that the recent increase is mainly driven by a small group of youth with serious and repeat offending, particularly in relation to ram raids and retail crime.

The New Zealand Crime and Victims Survey (NZCVS) tells us about people's experiences of crime, including unreported crime. We know from the most recent NZCVS, based on data gathered from November 2021 to November 2022, that repeat offending is mirrored in repeat victimisation. While the proportion of adults who had experienced crime in the past 12 months (31%) was similar to the past five years, on average each victim experienced more incidents of crime than before. Overall, highly victimised adults make up 4% of the adult population but experience 56% of all offences.

The NZCVS findings show the increase in incidents of crime was driven mainly by an increase in fraud and deception. This was the only type of offence that had a statistically significant increase over the time period, with one in 10 people reporting victimisation of this crime type.

The criminal justice system can add to victims' negative experiences. Most criminal cases are heard at the District Court. Court delays can be caused by bottlenecks in any part of the justice system, and are being exacerbated by increased case complexity. The time to dispose some of the most serious cases (category 3) has increased from 188 days at the end of September 2018 to 275 days at the end of September 2023.

These delays contribute to the high proportion of the prison population being remanded in custody, without access to the same level of rehabilitative services available to sentenced people in prison.

While recent preliminary analysis indicates some success overall in reducing flows into the criminal justice system and reducing escalation in the seriousness of offending among those engaged with the criminal justice system over the last decade, more operational and legislative changes are needed to drive immediate, intensive, and long-lasting interventions to address

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crime in New Zealand. Justice sector agencies – Justice, Police, Corrections, Oranga Tamariki, Crown Law and the Serious Fraud Office – have important roles in making this happen. However, as the justice system is complex and interconnected, isolated agency actions are not enough. It is vital that agencies identify the areas where collective impact is most needed and work together to achieve it.

In addition, reducing criminal offending and the underlying drivers of crime requires the justice sector to work with the wider social sector. For example, Te Aorerekura: the National Strategy to Eliminate Family Violence and Sexual Violence sets the collective pathway for government agencies, tangata whenua and community specialist sectors to prevent, heal and respond to family violence and sexual violence.

The need to work together is further compounded by the current fiscal environment. All justice sector agencies are facing significant challenges presented by factors such as increasing demand and hiring, retention and remuneration pressures, in particular critical frontline Police, Courts and Corrections roles.

The next section focuses on three areas – reducing court delays and time on remand, better outcomes for victims, and joint sector investment and reprioritisation decisions – where the JSLB is working together. Collective action is needed in these areas to align investment, design and implementation of services at an operational level to improve New Zealand's criminal justice system.

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## What the Justice Sector is Delivering

While government agencies need to work collectively to address underlying drivers of crime, as a group the JSLB focuses on areas within the criminal justice system that they can directly govern and exercise collective decision-rights over. The JSLB is driving the following three areas of focus to help lift the performance of the justice sector in achieving outcomes for individuals, families, and communities, and create a more efficient and effective justice system:

### 1. Improving Criminal Justice System Performance

To improve justice system performance, agencies must focus their collective efforts, and work alongside the judiciary, to reduce court delays and the length of time people spend on remand. Over the last ten years, the amount of time and effort to dispose of a case has increased. A smooth, efficient court process improves access to justice for both victims and defendants. Further details of this work are on Page 10.

### 2. Better Outcomes for Victims

The introduction of the Victims' Rights Act 2002, and other work to improve victim experience in the criminal justice system, has provided incremental improvements for victims. However, we know from reporting and engagements, such as those to develop Te Aorerekura: the National Strategy to Eliminate Family Violence and Sexual Violence, that victims still often feel unsafe, retraumatised and that their voices are not being listened to. In April 2023, for the first time, justice sector agencies agreed on a joint three-year work programme to drive the delivery of better outcomes for victims. Cross-agency efforts must continue if victim experience of the criminal justice system is to improve. Further details of this work are on Page 12.

### 3. Improving Sector Performance through the Justice Cluster Pilot

In the lead up to Budget 2022, the government established the Justice Cluster as one of two sector-based groups in a work programme to modernise New Zealand's public finance system. The cluster pilots are intended to inform future changes to the public finance system through supporting inter-agency collaboration, helping Ministers to collectively direct spending and make trade-offs across related areas, supporting medium-term planning, and putting a greater focus on value for money. Further details of this work are on Page 14.

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## How the Justice Sector Works

### Justice Sector Ministers

To support the achievement of collective justice sector outcomes, a group of Justice Sector Ministers (JSM) has been meeting regularly since 2012. The JSM has been made up of the Ministers with responsibility over the six core justice sector agencies, namely the Ministers of Justice, Police and Corrections, the Minister for Courts, the Minister for Children (who is responsible for youth justice policy), the Minister responsible for the Serious Fraud Office and the Attorney-General. The portfolio responsibilities of the Justice Sector Ministers are depicted in Appendix One.

Collectively, JSM has set the direction and ensured the performance of the criminal justice system, with access to the levers of the six justice sector agencies. JSM has been provided with advice from the JSLB to help the consideration of any trade-offs which may need to be made between agencies to achieve collective outcomes in line with the government's priorities.

JSM has met as required, up to monthly. The Minister of Justice has been the Lead Justice Sector Minister. As lead Minister, they have set the agenda and chaired the JSM meetings. JSLB members have attended meetings to support Ministers. Ministers with overlapping portfolio interests, such as the Minister for the Prevention of Family and Sexual Violence, have also been invited to attend JSM meetings.

On occasion, JSM meetings have combined with other Ministerial Subgroup meetings – particularly the Youth Crime Subgroup, which included the Minister for Social Development and the Minister of Education. Ministers may wish to consider alternative configurations of JSM (rather than having Ministers with responsibility over the six core justice sector agencies) or Subgroup arrangements that would best support the Government's priorities for the justice sector. If so, we can discuss potential options with you and how we could support them.

### Justice Sector Leadership Board (JSLB)

As previously introduced, the JSLB comprises the heads of the six core justice sector agencies. Contact details for JSLB members are provided as Appendix Two. The membership and structure of the JSLB reflects that of JSM, with the Secretary for Justice being Chair of the Board.

The JSLB was established in 2011 to take joint decisions on strategy and planning, and ensure resources were focused on frontline services and where they would best make a difference. At the core of this was achieving the Government's targets for the justice sector, as later articulated in the Better Public Service results areas.

For example, reducing family violence and sexual violence was a key focus area. The JSLB, alongside chief executives from the social sector, supported a whole-of-government work programme that led to family violence laws being reformed, with the Family Violence Act 2018 replacing the Domestic Violence Act 1995. New initiatives were also funded, like the Integrated Safety Responses in Christchurch and Waikato – a multi-agency intervention designed to ensure the immediate safety of victims and children, and to work with perpetrators to prevent

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further violence. An evaluation in 2019 shows the ongoing and significant benefits for families and whānau of this initiative.

The whole-of-government work programme has now been superseded by Te Aorerekura and its supporting Action Plan. Te Aorerekura and the Action Plan are governed by Te Puna Aonui, the Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence. There is overlap in membership between the Board and the JSLB, so close links are maintained with this work and current justice sector focus areas, particularly better outcomes for victims.

Over time, the JSLB has matured in strength and approach, with the establishment of the Justice Cluster in 2022 providing increased necessity for members to work together as leaders, governors and stewards for the justice sector to deliver change and improve performance in the criminal justice system. In 2022 the JSLB also produced its first Long-Term Insights Briefing, which covered trends, risks and opportunities relating to imprisonment.

The JSLB does not cut across the line accountabilities of the chief executives to their ministers or make decisions that would override their authority over their respective agencies. JSLB members are responsible for delivering initiatives to achieve collective justice sector outcomes, for ensuring that their individual agency's decisions support these outcomes, and that their agency's performance does not impact negatively on the performance of the sector. Members are also responsible for modelling, promoting and developing a collaborative way of working between sector agencies.

## **Justice Sector Functions**

Since their formation, JSM and the JSLB have been supported by various configurations of cross-sector groups. There are currently three main cross-sector functions that support JSM and the JSLB: the Justice Sector Directorate, the High Impact Innovation Programme and Sector Insights.

The Justice Sector Directorate is led by an Executive Director (contact details are provided in Appendix Two).<sup>1</sup> The Directorate, via the Executive Director, provides advice and support to the Lead Justice Sector Minister, like the support that individual agencies provide to their portfolio Ministers. The Directorate also provides a secretariat function for JSM meetings.

Collectively, the cross-sector functions help to strengthen and embed the strategic and collective approach being taken to improve the performance of the criminal justice system. They take a leadership role, on behalf of the JSLB, in progressing the key cross-agency initiatives within each of the three current focus areas for the sector, and ensure evidence-based insights are provided to JSM and the JSLB to inform decision-making that will help lift the performance of the criminal justice system.

The Directorate also supports the Chief Victims Advisor to Government, Dr Kim McGregor, who provides independent advice about victim issues to the Minister of Justice. It similarly supports the Chief Science Advisor for Justice, Professor Ian Lambie, who provides expert

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<sup>1</sup> The Directorate is a small team hosted within the Ministry of Justice but is functionally separate from the Ministry and is accountable to the JSLB.



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scientific and practice advice within Justice Sector agencies. Both Chief Advisors also network internationally as the need arises.

### **Working with iwi and Māori groups**

Māori are disproportionately represented in, and impacted by, the criminal justice system. Iwi, hapū and other Māori groups have a strong interest in ensuring current challenges are addressed. Justice sector agencies have a number of partnerships and relationships with iwi and Māori groups. These groups work alongside agencies, particularly at the front-line in communities.

The JSLB has an interest in ensuring these relationships are stable, co-ordinated and effective. Work is underway to ensure individual agency relationships with iwi are effectively supported to remove duplication of effort (for both parties) and to maximise better outcomes for communities.

As a collective, the JSLB has a relationship with Ināia Tonu Nei, an independent group of Māori policy experts and kaitiaki. A number of other Māori groups have expressed interest in having a relationship with JSLB rather than individual agencies. We would like to discuss with you your views on these relationships.

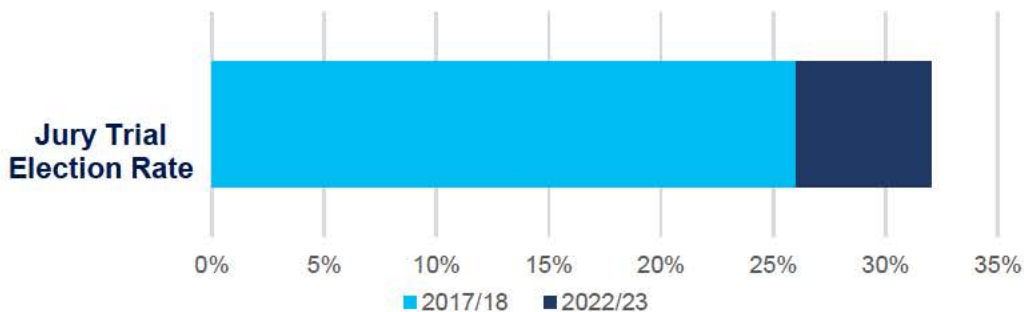
# Current Focus Areas for the Justice Sector

## Improving Criminal Justice System Performance

The overall performance of the criminal justice system is intrinsically linked to the behaviours and decisions of the different people who participate in it, any of which can cause bottlenecks and delays. Over the last ten years, the amount of time and effort to dispose of a case has increased. Three main presenting issues for this have been identified:

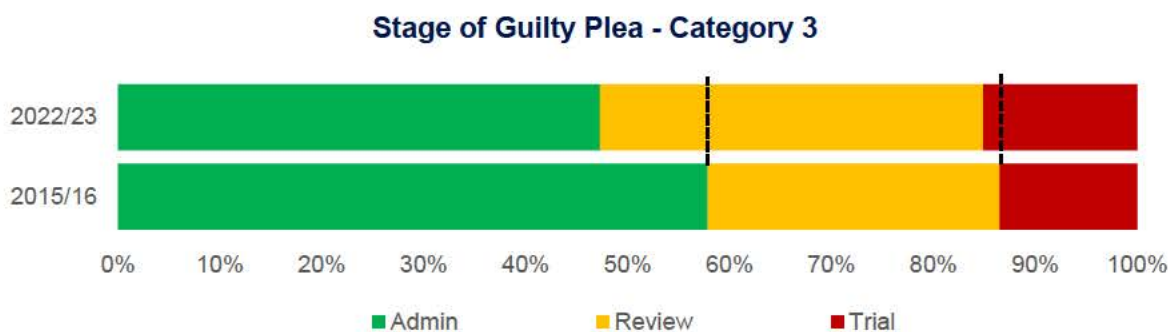
### 1. Defendants are electing jury trials

More defendants are electing the jury trial track and as a result the number of active jury trials in the District Court has more than doubled since late 2018, from around 1,800 cases to approximately 3,800 cases now. The jury election rate increased from 26% of Category 3 cases in June 2018, to 32% in June 2023. This impacts on system performance because the jury trial pathway is more resource intensive than other pathways through the system.



### 2. Defendants are pleading guilty later

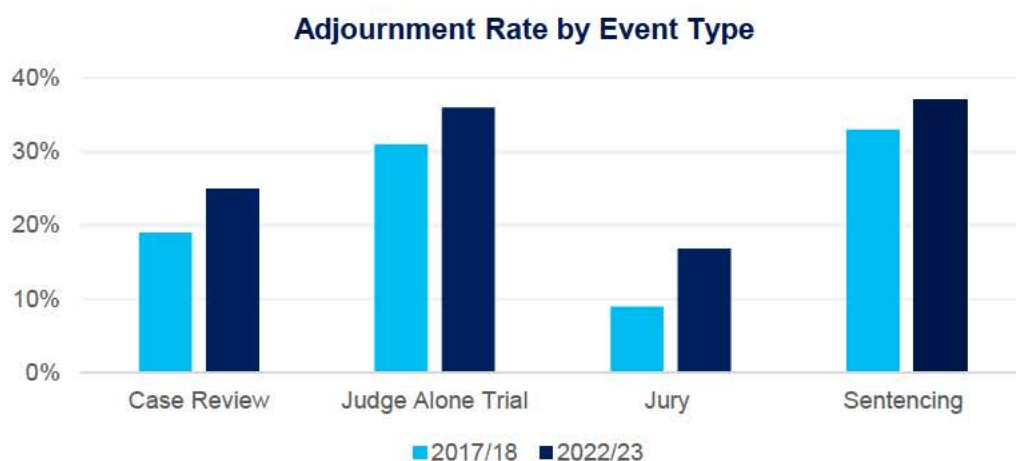
Year on year a larger proportion of defendants who plead guilty are doing so later in the process. This results in more court events to achieve the same outcome – for example, Category 3 cases<sup>2</sup> now take 9 court events to resolve on average, up from 7 in 2015. People are pleading guilty at a later stage for a range of reasons, which may include late disclosure of information or ineffective engagement by parties.



<sup>2</sup> A category 3 offence are generally those that are punishable by imprisonment for life or by imprisonment for 2 years or more (excluding those offences that are classed as category 4, such as murder).

### 3. Too many court events are wasted

The proportion of events being adjourned has increased across all event types. One of the main reasons events are adjourned to a later date is that parties are not prepared to progress the case at the court event.



#### *Presenting impacts*

Over the last decade, the number of defendants being sentenced to ‘time served’ has increased. Pre-2014 this was between 8-9% of people with short sentences; it is now over 20%.

As people spend longer on remand, they spend less time in the sentenced population accessing the full range of programmes to address their offending. This is especially true for people who serve short sentences, of 2 years or less, as a sentenced prisoner.

The undue delay in proceedings and sentencing, caused by parties not being ready to progress a case, can also result in victims feeling like their voice has not been heard and losing trust and confidence in the criminal justice system.

In addition to the people impacts outlined above, later guilty pleas and wasted court events increase ‘case churn’ and contribute to higher operating costs.

#### *Justice Sector response*

The complexity of the system requires us to work in a different way, where we actively align our efforts, monitor results and adjust the justice sector response to court delays and remand accordingly. These improvements can only be achieved with all justice sector agencies working together, alongside the judiciary – whilst also preserving judicial independence, so that the courts are, and are seen to be, separate from and independent of the executive. The JSLB has, this year, been working more closely with the Chief District Court Judge to ensure better coordination between independent judicial decision-making and the activities of the justice sector agencies.

Through effective relationships and communication channels, both at a national and local level, the justice sector has been able to develop real time responses to emerging issues. For



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example, for 2023/24, the justice sector has allocated additional resource to support timely and effective sentencing hearings for people with a remand convicted status.<sup>3</sup>

In 2023, the justice sector carried out a stocktake of the work designed to address timeliness in the District Court and address the issues with remand. As a result of this work, the Sector developed an integrated programme of work. The programme consolidates and prioritises efforts on responses that are designed to have the biggest impact. The integrated programme has three key workstreams designed to:

- increase capacity/optimisation
- improve information provision
- increase meaningful engagements.

Early indications show that consolidating and prioritising resources around key initiatives is having an impact. Focusing resource on priority-based rostering and scheduling has resulted in the number of backlog cases decreasing by 1,003 cases between May to October 2023.

To support this work, there are also numerous other initiatives underway across justice sector agencies, either individually or collectively, to improve the performance of the criminal justice system. For example, the predominantly paper-based processes that the criminal justice system currently relies on are increasingly unsustainable, and contribute to the persistent backlog of cases. Te Au Reka, led by the Ministry of Justice, will establish a new digital case management system to support effective case management, judicial decision making, and court and tribunal management, and enable participants to engage with courts and tribunals online.

The JSLB has adopted high level metrics linked to system performance and borne out in the remand population. We measure system performance through analysing:

- the time to dispose a case
- the number of events per case
- the proportion of cases resolved by stage at court
- the jury election rate
- the adjournment rate by stage at court
- the proportion of people sentenced to time served
- consistency of the above data trends across the country.

Agreed information on performance measures across all relevant decision makers enables accountability through transparent common data.

## **Better Outcomes for Victims**

Targeted and collective effort is also needed to improve victim experience of the criminal justice system, especially for those who continue to be disproportionality impacted by crime. The New Zealand Crime and Victims Survey indicates that Māori and LGBTI+ adults are

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<sup>3</sup> When someone is held in custody following conviction while they wait for their sentencing hearing.

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among the demographic groups more likely to experience crime. There is also a small number of highly victimised individuals that experience most offences.

We know that much of what victims actually experience in the criminal justice system is determined not only by what agencies are required to do, but also by how agencies and the people they interact with in the system do it – behaviours, relationships, and how decisions are made and communicated. Justice sector agencies are working to address the way that we interact with victims directly at the frontline – where rights and the principles of treatment and wellbeing set out in the Victims’ Rights Act are actually delivered and experienced by people.

To achieve a positive shift in victim experience, justice sector agencies are working on a model to ensure victims’ interaction with agencies, and the connection points across the criminal justice system, are seamless. To help drive the delivery of better outcomes for victims, a three-year work programme was agreed in April 2023.

The first tranche of work included: a package of legislative change for victims of family violence and sexual violence; increased funding for Victim Support and the Victim Assistance Scheme; and three pilot projects to address known gaps in the system as identified by victims and their families.

Tranche 1, particularly the pilot projects, are providing a foundation to inform the creation of a new operating model that will improve victim experience of the criminal justice system:

- Pilot 1 is putting in place safety plans for victims of serious crime
- Pilot 2 is strengthening the criminal justice approach for child victims of sexual violence
- Pilot 3 is ensuring the victim’s voice in bail decisions.

Insights from the pilots to date have shown that the breaking down of previous agency silos has not only created process efficiencies for agencies but, more importantly, increased the timeliness and responsiveness of the support being provided to victims. This has been enabled through the co-location of agency resources, which allows teams to observe how work is performed and co-ordinated, thereby helping to build relationships, affirm a common goal and develop awareness of each other’s work in real-time.

#### Section 9(2)(f)(iv)

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The Victims’ Rights Act is the primary piece of legislation establishing victims’ rights in the justice system.

There are also numerous other initiatives underway across justice sector agencies, either individually or collectively, to improve outcomes for victims in the criminal justice system. Examples include:

- ReFrame - a multi-year programme which will further modernise the delivery of policing services, transforming how Police collect evidence and manage initial enquiries, introduce technology to free up frontline time, and ensure Police has the appropriate workforce structure and capability to support new and improved ways of working.

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- The Serious Fraud Office is working in partnership with Police and the Ministry of Justice to develop a National Counter Fraud and Corruption Strategy as a foundation for coordinating New Zealand's response to financial crime threats and lifting counter fraud prevention capability. This is particularly important given victims of fraud and deception have doubled over the past five years with predictions this increase will continue in the coming years.

## **Improving Sector Performance through the Justice Cluster Pilot**

The justice sector was chosen to participate in the cluster pilots due to the already well-established collaboration in the criminal justice system across the six agencies represented on the JSLB. Although Oranga Tamariki is a member of JSLB, it sits outside the scope of the Justice Cluster, as do Te Puna Aonui, an Interdepartmental Executive Board, and Crown entities funded through justice votes.

The Treasury's objectives through the cluster pilot are to understand if this sector approach delivers improved ongoing collaboration around agreed priorities through joined-up working to achieve better spending and outcomes; manages within the Budget 2022 multi-year spending package; and improves performance reporting.

The Budget 22 Justice Cluster Package (\$2.7 billion over four years) has initiatives across three areas:

- Cost pressures – critical cost pressures and critical agency initiatives to ensure service levels can continue to be delivered e.g. remuneration
- Portfolio and Core Agency Priorities – including agency specific initiatives outside of the Cluster priorities and non-criminal justice priority areas
- Cluster Priorities – focused on the criminal justice system to achieve change through four priority areas – Better Outcomes for Victims, Addressing Issues with Remand, Improved Access to Justice and Better Enabled Organisations and Workforce.

The Cluster is required to report to Cluster Ministers and the Minister of Finance in December 2023 on 2022/2023 performance. This will include more detailed information on the performance of each Cluster Priority area for the 2022/2023 financial year and comment on the experience of operating as a Cluster. The Sector Directorate is engaging with the Treasury on the timing and contents of this report to ensure it meets the needs of incoming ministers.

### *Justice Cluster Ministers have increased financial delegations for reprioritisation*

The introduction of a multi-year budget until Budget 2025 means that Justice Cluster Ministers were given increased financial delegations to reprioritise funding across agencies.

Cluster Ministers have been collectively delegated authority by Cabinet to:

- approve fiscally neutral changes for the retention and use of departmental underspends (through the Cluster's Tagged Contingency)
- approve reprioritisation of departmental operating funding
- shift the timing of operating baseline and general contingency funding

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To reduce complexity in managing funds, the delegations above apply to all departmental funding with some exceptions. Financial decisions made by Cluster Ministers are subject to approval from the Minister of Finance that the Cluster have acted within their delegations and are consistent with Cluster priorities agreed by Cabinet or address cost pressures.

As the incoming Cabinet, Ministers can change the cluster arrangements. We have found them valuable as they reinforce the need to work in an integrated way and better respond to presenting issues.

## **Additional Cross-Sector Programmes of Work**

In addition to the current focus areas for the justice sector, there are also two programmes of work underway that take a cross-sector approach. These are outlined below.

### **Te Rau o te Tika: Justice System Kaupapa Inquiry (Wai 3060)**

The Waitangi Tribunal commenced Te Rau o te Tika (Wai 3060): Justice System Kaupapa Inquiry in 2021, as part of its kaupapa inquiry programme. It will examine over 200 claims that Crown acts or omissions in the justice system breach the principles of the Treaty of Waitangi.

The Inquiry is divided into three stages:

- Whakatika ki Runga – the first stage of the Inquiry was about funding for claimants' participation in Tribunal inquiries, including legal aid. In February 2023, the Tribunal found the Crown breached its Treaty obligation to ensure that claimants have the necessary resources to participate fully in all its processes. In July 2023, Cabinet agreed to an interim claimant funding policy to be applied by agencies in all kaupapa inquiries, until a long-term claimant funding system is in place. The Minister of Justice will receive further advice on this from the Ministry of Justice Policy Group in due course.
- Tūāpapa o te Tika – the second stage of the Inquiry involved the Tribunal holding four events in May and June 2023 about the foundational principles of tikanga and justice to inform the rest of the Inquiry. The Tribunal has indicated it will shortly issue directions on how it proposes to conduct the remainder of the Inquiry.
- Te Tahu o te Tika – the third, substantive stage of the Inquiry will involve the Tribunal hearing evidence and submissions on the claims.

The Inquiry is likely to require the participation of more than 10 government agencies, over 5-10 years. The Minister of Justice is the lead Minister, and the Ministry of Justice is the lead agency. The Crown Response Team, within the Sector Directorate, is co-ordinating the participation of government agencies in the Inquiry. The Ministry received fixed-term funding until June 2024 for the Crown response.

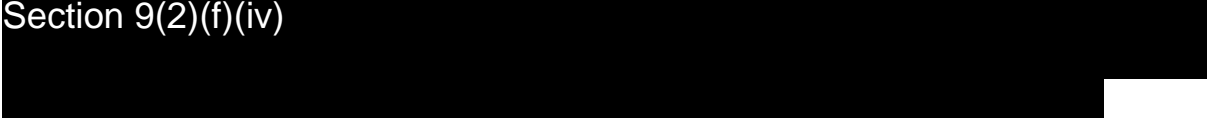
### **Proceeds of Crime Fund**

The Criminal Proceeds (Recovery) Act 2009 allows Police to seize cash and assets that have been obtained directly or indirectly from the proceeds of crime. The Fund consists of the monies forfeited to the Crown under the Act once assets have been liquidated.

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The purpose of the Fund is to address organised crime and drug-related harm, test innovative solutions, and enable agencies to build an evidence base of what works in addressing crime-related harm. It is a contestable fund with Responsible Ministers (Prime Minister, Minister of Finance, and the Minister of Justice) able to make funding decisions on the advice of an inter-agency panel that reviews bids from funding rounds. Alternately, Cabinet has also made funding decisions.

Section 9(2)(f)(iv)





# Appendix One: Justice Sector Ministers

## Justice Sector Portfolio Responsibilities

Justice Sector Ministers has been meeting regularly since 2012, bringing together the Ministers with responsibility over the six core justice sector agencies. The Minister for the Prevention of Family Violence and Sexual Violence has also had a standing invitation.

**The Minister of Justice:** Responsibilities include domestic and international criminal law, victims' rights, civil law and family law, legal aid and access to justice, human rights, electoral and constitutional law, regulating a range of occupations and industries, and countering money laundering and terrorism financing. The Minister also has joint responsibility, with the Minister for Courts, for the policy and law that provides how the courts and tribunals operate.

**The Minister for Courts:** Responsibilities include oversight of the administrative support for the courts system and independent judicial decision-making, the collection of fines and reparations, service of court documents, and enforcement of civil judgment orders.



Responsible for administration of the Courts, Public Defence Service, Legal Aid, the enforcement of monetary penalties, and providing advice on criminal justice policy

154 pieces of legislation administered across the following areas:

- courts and tribunals
- criminal justice and victims
- criminal law
- family
- civil law
- constitutional
- occupational regulation

**The Attorney-General:** Responsibilities include being the senior Law Officer of the Crown with principal responsibility for the government's administration of the law, the principal legal adviser to the government, the principal plaintiff or defendant on behalf of the government in the courts, and ensuring the operations of government are conducted lawfully and constitutionally, maintaining the relationship of the government with the judiciary, and overseeing the government's role in the administration of the criminal law.



Responsible for prosecuting the most serious crime, criminal appeals, and the oversight of public prosecutions.

No legislation administered.

**The Minister of Corrections:** Responsibilities include oversight of the management of remand, community, and custodial sentences and orders, maintenance of public safety and policy to assist the rehabilitation and reintegration of offenders.



Responsible for administering prison and community sentences and assisting with rehabilitation and reintegration.

Legislation administered:

- the Corrections Act 2004
- Corrections Regulations 2005
- the Public Safety (Public Protection Orders) Act 2014

*Justice and Corrections co-administer Sentencing Act 2002 and Parole Act 2002*

**Minister of Police:** Responsible for the Police and the Serious Fraud Office. This includes oversight of the general conduct, functions, and duties of the Police, and the effective, efficient, and economical management of the Police. Responsibilities also include oversight of the general conduct, direction and priorities of the SFO in the disruption and deterrence of serious fraud and corruption through prevention, investigation and prosecution.



Responsible for maintaining public safety, law enforcement, crime prevention and community support.

Legislation administered:

- Policing Act 2008
- Arms Act 1983
- Child Protection (Child Sex Offender Government Agency Registration) Act 2016



Lead law enforcement agency for investigating and prosecuting serious or complex financial crime, including corruption.

Legislation administered:

- the Serious Fraud Office Act 1990

**The Minister for Children:** Responsibilities include improving outcomes for children and young people. This includes working with the Ministers of Justice, Courts, Police and Corrections regarding the administration of the youth justice system outlined in the Oranga Tamariki Act 1989, and leading the government's vulnerable children initiatives.



Responsible for improving outcomes for children and young people, and administering youth justice services

Legislation administered:

- Oranga Tamariki Act 1989
- Children's Act 2014

**Minister for the Prevention of Family and Sexual Violence:**

Responsible for leading the whole-of-government approach to prevent, reduce and address family violence and sexual violence. The Minister is responsible for Te Puna Aonui, an Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence.



**Executive Board for the Elimination of Family Violence and Sexual Violence:**

Responsible for providing whole-of-government strategy, policy, and budgeting advice to Ministers on eliminating family violence and sexual violence, and responsible for monitoring, supporting and coordinating implementation of Te Aorere Kura, the National Strategy to Eliminate Family Violence and Sexual Violence. No legislation administered.

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## Appendix Two: Justice Sector Key Contacts

### Contact details for the JSLB

Andrew Kibblewhite	Ministry of Justice	Andrew.Kibblewhite@justice.govt.nz
Andrew Coster	New Zealand Police	Andrew.Coster@police.govt.nz
Jeremy Lightfoot	Department of Corrections	Jeremy.Lightfoot@corrections.govt.nz
Una Jagose KC	Crown Law	Una.Jagose@crownlaw.govt.nz
Karen Chang	Serious Fraud Office	Karen.Chang@sfo.govt.nz
Chappie Te Kani	Oranga Tamariki	Chappie.Tekani@ot.govt.nz

### Contact details for the Justice Sector Directorate

Erin Judge	Executive Director	Section 9(2)(a)	Erin.Judge@justice.govt.nz
Ryan Orange	Deputy Director	Section 9(2)(a)	Ryan.Orange@justice.govt.nz
Caroline Greaney	Director, Crown Response to Justice System Kaupapa Inquiry	Section 9(2)(a)	Caroline.Greaney@justice.govt.nz